Committee on Equal Opportunities
Council on Postsecondary Education
September 8, 2011

KCTCS Beyond the Numbers 2010-16 Diversity Action Plan
for Inclusion, Engagement, and Equity
CPE Consensus Review Committee Summary

<u>Background</u>
The Council on Postsecondary Education worked collaboratively with Kentucky's public postsecondary institutions, as well as numerous higher education stakeholders across the Commonwealth, to develop the Kentucky Public Postsecondary Education Diversity Policy and Framework for Institution Diversity Plan Development. The policy was adopted by the Council September 12, 2010. The policy is implemented through the Kentucky Administrative Regulation. The Kentucky Administrative Regulation (13 KAR 2:060) was filed with the Legislative Research Commission, has undergone a rigorous review, and is scheduled for approval.

Institutional diversity plans are expected to comply with the requirements of both the Postsecondary Education Diversity Policy and the Kentucky Administrative Regulation. The statewide policy and KAR directs institutions to develop diversity plans that set forth specific strategies that promote diversity; measurable goals that describe diversity and equal opportunity for students, faculty, administrators, and staff; and strategies that address the campus environment.

The plans are to focus on four areas:

1) Student Body Diversity that reflects the diversity of the Commonwealth or the institution's service area (both undergraduate and graduate- undergraduate for KCTCS).
2) Student Success (retention, graduation rate, degrees and credentials).
3) Workforce Diversity (faculty, staff, executive/administrative/managerial).
4) Campus Climate (environment, strategies, employment retention, and promotion).

The institutional plans are intended to provide a general roadmap on the types of activities that the institution will work on collaboratively with the Committee on Equal Opportunities and other key stakeholders over the next four years to make progress on the policy objectives of the Statewide Diversity Policy and the Postsecondary 2011-15 Strategic Agenda. These are institutional action steps that add value to and complement the statewide strategies and action plans.

<u>Institutional Plan Review for Compliance with Policy and KAR</u>
Institutions will develop and submit campus diversity plans to the Council on Postsecondary Education for review and approval. Council staff will use a consensus review process to evaluate proposed campus plans prior to review and action by CPE. Consensus review includes acknowledgement of receipt of the plan, preliminary review to assess how well a plan addresses the areas outlined in the diversity policy, identification of revisions (if required), review by CEO, submission of plans to institution board for approval, and approval by CPE.

A six person committee consisting of representatives from Academic Affairs, Executive Unit, Finance, Adult Education, Planning and Policy, and Information Technology was established to conduct the consensus review for each plan.

Institutional plans represent a campus policy that responds to the broader policy adopted by the Council on Postsecondary Education requiring institutions to have a campus level diversity plan that is narrowly tailored and reflect institutional demographics in comparison to the population. Thus, all plans are institutionally based and are recognized by the Council as the institution's response to the statewide policy. The plan review process focuses on whether a plan addresses the minimum criteria set forth in the statewide policy and the Kentucky Administrative Regulation.

<u>CPE Plan Review Committee Finding</u>
March 31, 2011 the Kentucky Community and Technical College System submitted a diversity plan to CPE "Beyond the Numbers 2010-16 Diversity Action Plan for Inclusion, Engagement, and Equity." The plan was forwarded to the CPE Consensus Review Committee for review. On May 5, 2011, the CPE Consensus Review Committee completed its review of the KCTCS diversity plan and discussed the results with representatives of the KCTCS. The KCTCS agreed to address the suggestions made by the Committee in a revised plan, however, the KCTCS involves each campus and its board of directors in the process and requested additional time to complete the revisions. Revisions were forwarded to the Council office July 1, and reviewed by Council staff; a second set of summary data was forwarded to the Council office July 26, 2011. Additionally, Council staff contributed additional sets of summary data on August 11 and August 22, 2011, to finalize the KCTCS Diversity Plan.

<u>The 2010-2016 KCTCS Diversity Action Plan for Inclusion, Engagement and Equity</u>
The plan is intended to provide a general roadmap on the types of activities that the Kentucky Community and Technical College System will implement, collaboratively, with the Committee on Equal Opportunities and other key stakeholders over the next four years, to make progress on the statewide policy objectives and the Kentucky Postsecondary and Adult Education 2011-15 Strategic Agenda "Stronger by Degrees."

<u>Mission, Principles, and Values</u>
The KCTCS diversity plan is designed to promote an institutional cross-functional, collaborative approach to advance diversity. The plan comprises the following distinct yet interrelated priority areas:

- Student Access and Success
- Education, Scholarship, and Service
- Campus Climate
- Institutional Leadership and Transformation

The Kentucky Community and Technical College System (KCTCS) is committed to creating and sustaining an environment of all-inclusive diversity where each individual is valued, respected and supported, and is recognized on the basis of personal achievement, merit and contribution. The KCTCS envisions itself as an inclusive community of learners empowered to express their individual cultures and identities.

KCTCS believes that in the purest form, diversity simply means differences or variety. KCTCS describes diversity as an inclusive community of people with varied human characteristics, ideas and world views related to (but not limited to) race, ethnicity, sexual orientation, gender, religion, color, creed, national origin, age, disabilities, socio-economic status, life experiences, geographical region or ancestry.   In concept, diversity calls for a safe, supportive and nurturing environment that honors and respects those differences. The diversity plan includes specific strategies that promote diversity and measurable targets/goals that reflect institutional demographics in comparison to the population.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Comparison of the current student body diversity to the representation of diversity within the institution service areas and develop targets that move the institutions toward a student body that at a minimum reflect the diversity of the service areas. **Finding**: The KCTCS plan includes a description of the diversity within the service areas for the 16 institutions (Ashland CTC, Big Sandy CTC, Bluegrass CTC, Bowling TC Green, Elizabethtown CTC, Gateway CTC, Hazard CTC, Henderson CC, Hopkinsville CC, Jefferson CTC, Madisonville CTC, Maysville CTC, Owensboro CTC, Somerset CC, Southeast CTC and West Kentucky CTC) and identifies the diverse populations that are to be addressed by the institutional plans.

2. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility: *African American, American, Indian/Alaskan Native,* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service areas. When base numbers were omitted, Council staff provided a base from which to measure progress.

3. Establish and monitor targets that assist the KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes

targets for undergraduate head count enrollment that closes the gap between the representation within the KCTCS community and the current representation in the student body as follows:

Ashland	2010 Base	% of Enrollment Cluster	2015 Target
African American	65/ 1.4%	2.0%	70
American Indian/ Alaskan Native	15/0.3%	0.2%	*
Hispanic/Latina	39/ 0.8%	1.1%	44

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Super Sunday- annual student recruitment initiatives targeted to students and families of color. Distribute information about admission, financial aid, scholarships and academic programs.
      ii. Scholarships- promote the availability of the John T. Smith Scholarship and others among minority students.

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps for *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	14/50%	59.6%	9.6%	59.6%
American Indian/ Alaskan Native	0	59.6%	*	*
Hispanic/Latina	3/33.3%	59.6%	*	*

*While the institution did not establish a target for American Indian/Alaskan Native and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

2. The goal of the institution is to increase the graduation rate for all students. **Finding**: The plan includes targets and strategies to close the performance gaps among all students.

Graduation Rate	2010 Base	White	Gap	Target
African American	8/1.7	19.3%	85.5%	*
American Indian/ Alaskan Native	0/	19.3%	*	*
Hispanic/Latina	2	19.3%	*	*

*While the institution did not establish a target for American Indian/Alaskan Native and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

2. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	5	1	6
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	2	1	3

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	19	2	21
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	10	1	11

3. Action Steps:
   a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students).
      - Curriculum Development
      - Diversity Outreach
      - Heritage Celebration/Recognition Program
      - Multicultural Student Organization (MSO)
      - Poage Landing Days

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved

learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U. S. Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.
2. The KCTCS plan focuses on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional Staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.
3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Ashland CTC				
African American	1	0.47%	3.76%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Ashland CTC				
African American	3	0.16%	4.61%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Ashland CTC				
African American	1	0.11%	4.31%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0. 0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Native and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

1. Action Steps:
   a. Minority Employee Mentoring Program- fosters involvement and provides support for employees (faculty and staff) of color.
   b. Employee Leadership- Develop programs to assist employees in taking the lead to advance campus diversity initiatives.

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and

enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Ashland CTC to foster the institution's commitment to recruiting and retaining students from diverse backgrounds, as well as the hiring of a diverse faculty and staff. The group also endeavors to understand gender and cultural issues to improve the campus environment, as well as services offered. The CET consists of 3 faculty members, 7 staff, and 2 students. **Finding**: This measure addresses the requirements of the policy.

Ashland CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Big Sandy	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	38/0.7%	1.5%	43
American Indian/ Alaskan Native	10/0.2%	0.1%	*
Hispanic/Latina	26/0.5%	0.8%	*

*While the institution did not establish a target for American Indian/Alaskan Native and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:

       i. Student Recruitment Plan- Develop and execute a plan to recruit students of color.

      ii. *Super Sunday- annual student recruitment initiatives targeted to students and families of color. Distribute information about admission, financial aid, scholarships and academic programs*

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1.   The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American, Hispanic, and American Indian/Alaskan Native* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for *African American* and generally for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American* and *White* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	5	62.2%	22.2%	62.2%
American Indian/ *Alaskan Native*	1	62.2%	*	*
Hispanic/Latina	2	62.2%	*	*

*While the institution did not establish a target for American Indian/Alaskan Native and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

1. The goal of KCTCS is to increase the graduation rate for *all students*. **Finding**: The plan includes targets and strategies to close the performance gaps.

Graduation Rate	2010 Base	White	Gap	Target
African American	5	12.9%	12.9%	*
American Indian/ Alaskan Native	1	12.9%	12.9%	*
Hispanic/Latina	0	12.9%	12.9%	*

*While the institution did not establish a target for African American/Black, American Indian/Alaskan Native or Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

1. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native,* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	0	*	1
American Indian/ Alaskan Native	0	*	1
Hispanic/Latina	1	*	2

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	13	*	14
American Indian/ Alaskan Native	0	*	1
Hispanic/Latina	1	*	2

2. Action Steps:
a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students).
    i.   Cultural Diversity Scholarship- Develop and implement a new scholarship program for minority students.
    ii. Multicultural Student Organization- Expand participation and provide a social network for students.

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.
1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.
2. The KCTCS plan focuses on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirements as specified by the policy.
3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Big Sandy CTC				
African American	1	0.47%	3.75%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Big Sandy CTC				
African American	1	0.053%	5.72%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	1	0.053%	5.72%	*
ALL KCTCS Professional Staff	929			
Big Sandy CTC				
African American	1	0.11%	4.84%	6
Hispanic/Latina	1	0.11%	4. 84%	*
American Indian/Alaskan Native	0	0.0%	0	*

*While the institution did not establish a target for Hispanic/Latina, and American Indian/Alaskan Native employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
    a. Employee Recruitment Plan
    b. Leadership Development
    c. Diversity Initiative Annual Report

Campus Climate

Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Big Sandy CTC to foster an open campus climate that is welcoming to all. The PDAC consists of the college president, 5 faculty members, and 6 staff; the DLOC consist of 11 staff, 12 faculty, and 2 community members.
    Finding: This measure addresses the policy requirement.

    Big Sandy CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity

Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Bluegrass CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	1,922/14.4%	8.6%	1,927
American Indian/ Alaskan Native	39/0.3%	0.3%	*
Hispanic/Latina	349/2.6%	3.6%	354

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
    a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
        i. High School Academic Pipelines
        ii. College-wide Recruitment Team
        iii. "Promesa" Mentors
        iv. *Super Sunday*
        v. Latino Leadership and College Experience Program

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for *African American, American Indian/Alaskan Native, and Hispanic/Latina* students and generally for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native, Hispanic/Latina,* and *White* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	449/47.9%	55.8%	7.9%	55.8%
American Indian/ Alaskan Native	10/70.0%	55.8%	N/A	55.8% or >
Hispanic/Latina	62/51.6%	55.8%	4.2%	55.8%

3. The goal of KCTCS is to increase the graduation rate for *African American, American Indian/Alaskan Native* and Hispanic/Latina students in comparison to the graduation rate for White students. **Finding**: The plan includes targets and strategies to close the performance gaps for *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	228/11.5%	1,564	67.7%	*
American Indian/ Alaskan Native	13/0.66%	1,564	0.66%	*
Hispanic/Latina	21/1.1%	1,564	78.1%	*

*While the institution did not establish a target for *African American,* American Indian/Alaskan Native, and Hispanic/Latina students the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	80	23	103
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	12	3	15

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	355	35	390
American Indian/ Alaskan Native	2	1	3
Hispanic/Latina	49	5	54

5. Action Steps:
a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students).

      i.   Transfer Center Expansion
      ii.   PRIDE Peer Mentoring Program
      iii.   Financial Aid/Scholarship Support Services
      iv.   Intramurals Sports Programs

<u>Workforce Diversity</u>
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirements as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Bluegrass CTC				
African American	3	1.40%	6.58%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Bluegrass CTC				
African American	10	0.53%	10.92%	15
Hispanic/Latina	2	0.11%	11.34%	*
American Indian/Alaskan Native	1	0.053%	11.40%	*
ALL KCTCS Professional Staff	929			
Bluegrass CTC				
African American	18	1.94%	6.46%	23
Hispanic/Latina	1	0.11%	8.29%	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for Hispanic/Latina, and American Indian/Alaskan Native employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

>4. Action Steps:
>a. Employee Recruitment Plan
>b. Leadership Development
>c. Diversity Initiative Annual Report

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Bluegrass CTC to foster an open campus climate that is welcoming to all. The MCI consists of 1 administrator, 4 staff, and 2 fellows; the CMT consist of the college president, and 14 staff. **Finding**: This measure addresses the requirements of the policy.

Bluegrass CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Bowling Green CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	426/9.3%	6.3%	431
American Indian/ Alaskan Native	17/0.4%	0.2%	*
Hispanic/Latina	148/3.2%	2.5%	153

*While the institution did not establish a target for American Indian/Alaskan Native employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
 a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
    i. *Super Sunday*
    ii. Student Transfer

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009 Base	Whites	Gap	Target
African American	49/40.8%	52.9%	12.1%	52.9%
American Indian/ Alaskan Native	*	52.9%	*	*
Hispanic/Latina	6/33.3%	52.9%	19.6%	52.9%

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

1. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	4/3.8%	74	*	*
American Indian/ Alaskan Native	0	74	*	*
Hispanic/Latina	2/1.9%	74	*	*

*While the institution did not establish a target for *African American*, Hispanic/Latina, and American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

2. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	13	4	17
American Indian/ Alaskan Native	0	1	*
Hispanic/Latina	2	1	3

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	103	10	113
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	14	1	15

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.

     i. John T. Smith Scholarship
     ii. Intramurals Sports Programs

<u>Workforce Diversity</u>
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

 1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

 2. The KCTCS plan focus on African Americans, Hispanic/Latina, Asian, and American Indian/Alaskan Native. Three workforce categories are specified Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

 3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Bowling Green CC				
African American	1	0.47%	3.28%	6
Hispanic/Latina	0	0.0 %	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Bowling Green CC				
African American	3	0.16%	3.48%	8
Hispanic/Latina	0	0.0 %	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Bowling Green CC				
African American	5	0.54%	1.72%	10
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

 4. Action Steps:
   a. KCTCS Fellows Program
   b. Professional and Career Development

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. To ensure the development of a culturally competent organization where each individual is valued, respected and supported, and is recognized on the basis of personal achievement, merit and contribution. We achieve this by creating and sustaining an environment of all-inclusive cultural diversity designed to expand diversity and global awareness to our faculty, staff and students. The CET consists of 9 staff and 2 faculty members. **Finding**: This measure addresses the requirements of the policy.

Bowling Green TC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Elizabethtown CTC	2010 Base	% of Enrollment Cluster	2015 Target
African American	674/8.9%	6.9%	679
American Indian/ Alaskan Native	29/0.4%	0.3%	*
Hispanic/Latina	243/3.2%	2.1%	248

*While the institution did not establish a target for American Indian/Alaskan Natives students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
    b. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
        i. High School Outreach
        ii. Minority Scholarships
        iii. Gospel Music Extravaganza
        iv. Friday Night Game Plan

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	112/42.0%	55.0%	13%	55.0%
American Indian/ Alaskan Native	7/57.1%	55.0%	N/A	55.0% or >
Hispanic/Latina	37/45.9%	55.0%	9.1%	55.0%

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	34/5.1%	607	*	*
American Indian/ Alaskan Native	0	607	*	*
Hispanic/Latina	19/2.8%	607	*	*

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to

close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	35	10	45
American Indian/ Alaskan Native	4	1	5
Hispanic/Latina	9	3	12

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	105	10	115
American Indian/ Alaskan Native	12	1	13
Hispanic/Latina	19	2	21

5. Action Steps:
    a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students).
    i. Wounded Warrior Program
    ii. Mentor Program
    iii. More Center (Math, Orientation, Reading and English)
    iv. Student Support Services
    v. Supplemental Instruction Program
    vi. Learning Lab
    vii. Orientation Program

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.
2. The KCTCS plan focuses on African Americans, Hispanic/Latina, Asian, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.
3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Elizabethtown CTC				
African American	1	0.47%	4.20%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Elizabethtown CTC				
African American	4	0.21%	5.99%	9
Hispanic/Latina	2	0.11%	6.09%	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Elizabethtown CTC				
African American	4	0.43 %	3.77%	9
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
    a. Employee Outreach
    b. Hiring Committee Training & Orientation
    c. Professional Development
    d. Leadership Support
    e. Campus Diversity Recognition

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. ECTC is committed to diversity. The institution works diligently to make diversity a felt reality on campus. The CET serves as the primary policy advisory group on issues of diversity. The CET consists of 21 members. **Finding**: This measure addresses the policy requirement.

Elizabethtown CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Gateway CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	457/9.8%	3.3%	462
American Indian/ Alaskan Native	13/0.3%	0.2%	*
Hispanic/Latina	79/1.7%	2.0%	84

*While the institution did not establish a target for American Indian/Alaskan Natives students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Diversity Outreach/Marketing
      ii. Latino Outreach
      iii. Minority Student Services Program

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	48/50.0%	56.6%	6.6%	56.6%
American Indian/ Alaskan Native	2	56.6%	*	*
Hispanic/Latina	6/83.3%	56.6%	N/A	58.6% or >

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	15/10.8%	120	*	*
American Indian/ Alaskan Native	0	120	*	*
Hispanic/Latina	3/2.2%	120	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	14	4	18
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	2	1	3

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	68	7	75
American Indian/ Alaskan Native	6	1	7
Hispanic/Latina	15	1	16

5. Action Steps:
   a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students).
      i.   Multicultural Curriculum

ii.   Multicultural Center
iii. Web Presence
iv. Diversity Policies, Procedures, and Best Practices

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits
that accrue from having both a diverse faculty and diverse student body, including
improved learning environments, greater cross-racial understanding, and the
breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment
based on technical regulatory standards established by federal executive order
11246, as amended, and administered by the U. S. Office of Federal Contract
Compliance Programs. **Finding**: The workforce diversity plan uses one of the
titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans, Hispanic/Latina, and American
Indian/Alaskan Native. Three workforce categories are specified: Faculty,
Professional staff, and Executive/Administrative/Managerial (per the diversity
policy) as the primary focus. **Finding**: The plan addresses the minimum
requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate
procedures to ensure the inclusion of qualified applicants, as well as the retention
of existing diverse administrators, faculty, and staff. **Finding**: The plan complies
with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Gateway CTC				
African American	2	0.93%	6.10%	7
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Gateway CTC				
African American	5	0.27%	3.81%	10
Hispanic/Latina	2	0.11%	3.97%	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Gateway CTC				
African American	5	0.54%	4.63%	10
Hispanic/Latina	2	0.22%	4.95%	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and
Hispanic/Latina employees, the policy evaluation process requires an institution to
receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year
period.

4. Action Steps:
   a. Community Partnerships and Resources
   b. Employee Promotion
   c. Employment Data Profile

<u>Campus Climate</u>
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias. The team focuses on the promotion and development of diversity and global awareness throughout the college. The CET consists of 8 faculty, 9 staff. **Finding**: This measure addresses the policy requirement.

Gateway CTC will measure success by conducting campus climate surveys of students and employees.

<u>Student Body Diversity</u>
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Hazard CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	27/0.6%	1.3%	32
American Indian/ Alaskan Native	11/0.2%	0.1%	*
Hispanic/Latina	21/0.4%	0.7%	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

Action steps:
    1. Maintain and/or enhance current recruitment and retention initiatives that
    promote access, such as:
        i.   Academic Pipelines
        ii. Marketing and Communications
        iii. Diverse Course Offerings

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be
productive, engaged citizens by increasing the completion rates at all levels and close
achievement gaps, particularly for underrepresented minorities, underprepared and lower-
income students.
    1. The KCTCS plan establishes targets to close the retention, graduation and
    degree award gaps for the *African American* population. **Finding**: The plan
    addresses the minimum requirement that the student body reflect the diversity of
    the service area.
    2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention
    (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies
    to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	6/50.0%	66.1%	16.1%	66.1%
American Indian/ Alaskan Native	0	66.1%	*	*
Hispanic/Latina	1	66.1%	*	*

*While the institution did not establish a target for American Indian/Alaskan
Natives and Hispanic/Latina students, the policy evaluation process requires an
institution to receive a net plus 1 gain to receive credit, which may equate to a
+5 over the 5-year period.

The goal of KCTCS is to increase the graduation rate for *all* students in
comparison to the White student graduation rate. **Finding**: The plan includes
targets to close the performance gaps for all students.

Graduation Rate	2010 Base	White	Gap	Target
African American	3/1.1%	262	*	*
American Indian/ Alaskan Native	1/0.4%	262	*	*
Hispanic/Latina	0	262	*	*

*While the institution did not establish a target for *African American*, American
Indian/Alaskan Natives, and Hispanic/Latina students, the policy evaluation
process requires an institution to receive a net plus 1 gain to receive credit, which
may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African Americans*, in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	3	1	4
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	0	1	1

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	13	1	14
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	2	1	3

4. Action Steps: Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
  i. Marketing and Communications
  ii. Diverse course offerings

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans, Hispanic/Latina, Asian, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Hazard CTC				
African American	1	0.47%	3.76%	6
Hispanic/Latina	0	*	*	*
American Indian/Alaskan Native	0	*	*	*
ALL KCTCS Faculty	1,886			
Hazard CTC				
African American	2	0.11%	5.30%	7
Hispanic/Latina	0	*	*	*
American Indian/Alaskan Native	0	*	*	*
ALL KCTCS Professional Staff	929			
Hazard CTC				
African American	3	0.32%	5.17%	8
Hispanic/Latina	0	*	*	*
American Indian/Alaskan Native	1	0.11%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

        4. Action Steps:
                a. Employee Recruitment Plan
                b. Employee Mentoring Program

Campus Climate

Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.
    1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Hazard CTC to foster an open campus climate that is welcoming to all. The CET consists of 7 staff, 1 faculty, and 2 students.

        Finding: This measure addresses the requirements of the policy.

Hazard CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity

Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Henderson CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	167/7.8%	9.2%	172
American Indian/ Alaskan Native	11/0.5%	0.2%	*
Hispanic/Latina	32/1.5%	1.5%	37

*While the institution did not establish a target for American Indian/Alaskan Natives students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Celebrating Achievements and Recognizing Educational Success (CARES)
      ii. *Super Sunday*
      iii. The CARES Project

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
   1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

   2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	15/40.0%	47.0%	7.0%	47.0%
American Indian/ Alaskan Native	0	47.0%	*	*
Hispanic/Latina	0	47.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for *all* students in comparison to the graduation rate of White students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	11/6.0%	145	*	*
American Indian/ Alaskan Native	0	145	*	*
Hispanic/Latina	2/1.1%	145	*	*

*While the institution did not establish a target for *African American,* American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	6	2	8
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	3	1	4

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	18	2	20
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	4	1	5

5. Action Steps: Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
      i. The CARES Project

ii. Multicultural Courses
a.The Diversity Learning Center
b.The Unity Coalition

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.
2. The KCTCS plan focus on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional Staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.
3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Henderson CTC				
African American	1	0.47%	3.29%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Henderson CTC				
African American	1	0.053%	2.33%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Henderson CTC				
African American	2	0.22%	2.15%	7
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
i. Employee Recruitment Plan

ii. Staff Professional Development

Campus Climate
Goal: A campus environment that builds and respect an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.
1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Henderson CTC to foster an open campus climate that is welcoming to all. The CET consists of 10 staff, and 6 faculty.
    Finding: This measure addresses the requirements of the policy.

Henderson CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Hopkinsville CTC	2010Baseline	% of Enrollment Cluster	2015 Target
African American	1,016/27.7%	19.2%	1,021
American Indian/ Alaskan Native	17/0.4%	0.4%	*
Hispanic/Latina	215/5.9%	3.7%	220

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Targeted Student Recruitment
      ii. *Super Sunday*
      iii. Targeted Scholarships

<u>Student Success (closing the gaps)</u>
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *Hispanic/Latina* and *White* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	157/49.0%	50.3%	1.3%	50.3%
American Indian/ Alaskan Native	2	50.3%	*	*
Hispanic/Latina	48/43.8%	50.3%	6.5%	50.3%

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for all students. **Finding**: The plan includes targets and strategies to close the performance gaps for all students.

Graduation Rate	2010 Base	White	Gap	Target
African American	39/22.9%	76	*	*
American Indian/ Alaskan Native	0	76	*	*
Hispanic/Latina	4/2.4%	76	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Natives and *Hispanic/Latina* students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	72	21	93
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	15	4	19

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	208	21	229
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	22	2	24

5. Action Steps:
    a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
    i. Targeted Scholarships
    ii. Student Government and other Organizations
    iii. Targeted Tutoring and Peer Mentoring
    iv. Learning Outcomes Process
    v. The CARES Project

<u>Workforce Diversity</u>
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.
1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans, Hispanic/Latina, Asian, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Hopkinsville CTC				
African American	3	1.40%	3.74%	8
Hispanic/Latina	*	0.0%	*	*
American Indian/Alaskan Native	*	0.0%	*	*
ALL KCTCS Faculty	1,886			
Hopkinsville CTC				
African American	5	0.27%	2.86%	10
Hispanic/Latina	1	0.053%	3.08%	*
American Indian/Alaskan Native	1	0.053%	3.08%	*
ALL KCTCS Professional Staff	929			
Hopkinsville CTC				
African American	12	1.30%	2.58%	17
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
>   a. Targeted Employee Recruitment
>   b. Search Committee and Supervisor Training
>   c. Grow Our Own

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.
1. The Diversity Council serves as the primary policy advisory group on issues of diversity and racial equality at Hopkinsville CC. The council works with research, in addition to creating an implement the campus Compressive diversity to foster an open campus climate that is welcoming to all. The Council's CET consists of 9 staff, and 7 faculty. **Finding**: This measure addresses the policy requirement.

Hopkinsville CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity

Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Jefferson CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	3,433/23.9%	15.6%	3,438
American Indian/ Alaskan Native	54/0.4%	0.3%	*
Hispanic/Latina	507/3.5%	3.2%	512

*While the institution did not establish a target for American Indian/Alaskan Natives students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

   3. Action steps:
a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Diversity Student Recruitment Plan
      ii .Super Sunday
      iii. We Care Program
      iv. Culturally Responsive Student Experiences

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
      1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	416/43.0%	53.9%	10.9%	53.9%
American Indian/ Alaskan Native	10/40.0%	53.9%	13.9%	53.9%
Hispanic/Latina	61/45.9%	53.9%	8.0%	53.9%

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	129/12.9%	500	37.2%	*
American Indian/ Alaskan Native	5/0.5%	500	49.6%	*
Hispanic/Latina	15/1.5%	500	48.6%	*

*While the institution did not establish a target for *African American,* American Indian/Alaskan Native, and *Hispanic/Latina* students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4.The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	122	35	157
American Indian/ Alaskan Native	3	1	4
Hispanic/Latina	11	3	14

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	531	52	583
American Indian/ Alaskan Native	17	2	19
Hispanic/Latina	53	5	58

Action Steps:
5. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
     i. JCTC ESL/Family Literacy/GED Programs

ii. Change Makers Partnership Training

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U. S. Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Jefferson CTC				
African American	3	1.40%	6.57%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	1	0.47%	7.51%	*
ALL KCTCS Faculty	1,886			
Jefferson CTC				
African American	19	1.00%	12.47%	24
Hispanic/Latina	1	0.053%	13.42%	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Jefferson CTC				
African American	35	3.77%	5.70%	40
Hispanic/Latina	3	0.32%	9.15%	*
American Indian/Alaskan Native	0	0.0%	0.0%	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
   a. Diversity Leadership Development

b. KCTCS Fellows

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.
1. The Diversity and Global Awareness Committee works with the administration to address diversity concerns that impact the college. The committee assists in the implementation of the JCTC diversity and inclusion initiative in concert with the KCTCS/JCTC diversity strategic plan. Membership consists of the college president, 12 staff, and 12 faculty. **Finding**: This measure addresses the policy requirements.

Jefferson CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between the representation within the KCTCS community and the current representation in the student body as follows:

Madisonville CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	288/6.1%	5.2%	293
American Indian/ Alaskan Native	13/0.3%	0.2%	*
Hispanic/Latina	46/1.0%	1.4%	51

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
 Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
> i. Targeting Student Recruitment
> ii. Super Sunday
> iii. Targeted Scholarships

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan address the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	26/38.5%	52.2%	13.7%	52.2%
American Indian/ Alaskan Native	3	52.2%	*	*
Hispanic/Latina	1	52.2%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	21/7.7%	274	*	*
American Indian/ Alaskan Native	1/0.33%	274	*	*
Hispanic/Latina	2/0.67%	274	*	*

*While the institution did not establish a target for *African American,* American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation

process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	13	4	17
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	0	1	1

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	45	4	49
American Indian/ Alaskan Native	4	1	5
Hispanic/Latina	5	1	6

5. Action Steps:
    a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
        i.The CARES Project

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.
    1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

    2. The KCTCS plan focuses on African Americans. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Madisonville CTC				
African American	1	0.47%	3.29%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Madisonville CTC				
African American	3	0.16%	5.57%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Madisonville CTC				
African American	2	0.22%	5.81%	7
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
   a. Employee Recruitment Plan
   b. Staff Professional Development

<u>Campus Climate</u>
Goal: A campus environment that builds and respect an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Madisonville CTC to foster an open campus climate that is welcoming to all. The CET consists of 15 staff, 10 faculty, and 1 student. **Finding**: This measure addresses the requirements of the policy.

Madisonville CTC will measure success by conducting campus climate surveys of students and employees.

<u>Student Body Diversity</u>
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Maysville CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	135/3.1%	2.8%	140
American Indian/ Alaskan Native	17/0.4%	0.2%	*
Hispanic/Latina	28/0.6%	1.1%	33

   *While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
   - iv. Diversity Student Recruitment Plan
   - v. *Super Sunday*
   - vi. We Care Program
   - vii. Culturally Responsive Student Experiences

<u>Student Success (closing the gaps)</u>
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1.The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area. 2.The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	22/36.4%	50.3%	13.9%	50.3%
American Indian/ Alaskan Native	1	50.3%	*	*
Hispanic/Latina	2	50.3%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	8/3.2%	209	*	*
American Indian/ Alaskan Native	0	209	*	*
Hispanic/Latina	0	209	*	*

*While the institution did not establish a target for *African American,* American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	3	1	4
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	1	1	2

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	80	8	88
American Indian/ Alaskan Native	6	1	7
Hispanic/Latina	3	1	4

5.Action Steps:
a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
     i. JCTC ESL/Family Literacy/GED Programs
    viii. Change Makers Partnership Training

Workforce Diversity

Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U. S. Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2.The KCTCS plan focuses on African Americans. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy. 3.The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Maysville CTC				
African American	1	0.47%	5.16%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Maysville CTC				
African American	2	0.11%	4.50%	7
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Maysville CTC				
African American	2	0.22%	4.84%	7
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

    4.Action Steps:
        a. Diversity Leadership Development
        b. KCTCS Fellows

Campus Climate
Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.
    1.The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Maysville CTC to foster an open campus climate that is welcoming to all. The CET consists of the college president, 8 staff, and 7 faculty.
    Finding: This measure addresses the policy requirement.

Maysville CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

    1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African*

American, American Indian/Alaskan Native and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between the representation within the KCTCS community and the current representation in the student body as follows:

Owensboro CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	311/4.7%	3.7%	316
American Indian/ Alaskan Native	16/0.2%	0.2%	*
Hispanic/Latina	74/1.1%	1. 5%	79

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
      i. Targeting Student Recruitment
      ii. *Super Sunday*
      iii. Targeted Scholarships

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.
   1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
   2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	33/36.4%	53.6%	17.2%	53.6%
American Indian/ Alaskan Native	2	53.6%	*	*
Hispanic/Latina	3	53.6%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3.The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gap for all students.

Graduation Rate	2010 Base	White	Gap	Target
African American	5/1.6%	258	*	*
American Indian/ Alaskan Native	1/0.3%	258	*	*
Hispanic/Latina	2/0.6%	258	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *all* students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	8	2	10
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	3	1	4

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	23	2	25
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	15	1	16

5. Action Steps:
    a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
        i.The CARES Project

<u>Workforce Diversity</u>

Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U. S. Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

2. The KCTCS plan focus on African Americans and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	**215**			
Owensboro CTC				
African American	1	0.47%	4.69%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	**1,886**			
Owensboro CTC				
African American	3	0.16%	4.72%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	1	0.05%	4.83%	6
ALL KCTCS Professional Staff	**929**			
Owensboro CTC				
African American	5	0.54%	5.06%	10
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
   a. Employee Recruitment Plan
   b. Staff Professional Development

<u>Campus Climate</u>
Goal: A campus environment that builds and respect an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

> 1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Owensboro CTC to foster an open campus climate that is welcoming to all. The CET consists of 25 staff, and 17 faculty.
>
>   **Finding**: This measure addresses the policy requirement.

Owensboro CTC will measure success by conducting campus climate surveys of students and employees.

<u>Student Body Diversity</u>
Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Somerset CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	104/1.2%	1.6%	109
American Indian/ Alaskan Native	40/0.4%	0.3%	*
Hispanic/Latina	93/1.0%	1. 3%	98

   *While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
   > a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:

    i. Diversity Student Recruitment Plan
    ii. *Super Sunday*
    iii. We Care Program
    iv. Culturally Responsive Student Experiences

<u>Student Success (closing the gaps)</u>
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for *African American* and *Hispanic/Latina* students and generally for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *Hispanic/Latina* and *White* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	14/57.1%	57.6%	0.5%	57.6%
American Indian/ Alaskan Native	16/62.5%	57.6%	N/A	57.6% or >
Hispanic/Latina	11/72.7%	57.6%	N/A	57.6% or >

3. The goal of KCTCS is to increase the graduation rate for *all* students in comparison to the graduation rate of White students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	4/0.51%	713	*	*
American Indian/ Alaskan Native	2/0.26%	713	*	*
Hispanic/Latina	4/0.51%	713	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Native, and *Hispanic/Latina* students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	5	1	6
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	3	1	4

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	27	3	30
American Indian/ Alaskan Native	1	1	2
Hispanic/Latina	21	2	23

1. Action Steps:
   a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
      i. ESL/Family Literacy/GED Programs
      ii.Change Makers Partnership Training

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.
   1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

   2.The KCTCS plan focus on African Americans and Hispanic/Latina. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

   3.The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Somerset CC				
African American	1	0.47%	7.04%	6
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Somerset CC				
African American	3	0.43%	7.95%	8
Hispanic/Latina	1	0.05%	8.33%	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Somerset CC				
African American	2	0.22%	6.88%	7
Hispanic/Latina	1	0.11%	6.99%	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

      4.Action Steps:
         a. Diversity Leadership Development
         b. KCTCS Fellows

Campus Climate

Goal: A campus environment that builds and respects an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

      1.The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Somerset CTC to foster an open campus climate that is welcoming to all. The CET consists of the college president, 8 staff, and 14 faculty. **Finding**: This measure addresses the policy requirement.

Somerset CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity

Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base

numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

Southeast CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	133/2.7%	1.8%	138
American Indian/ Alaskan Native	23/0.5%	0.3%	*
Hispanic/Latina	17/0.3%	0.7%	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. Action steps:
    a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
        i.   Targeting Student Recruitment
        ii. *Super Sunday*
        iii. Targeted Scholarships

Student Success (closing the gaps)
Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *Hispanic/Latina*, American Indian/Alaskan Natives and *White* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	7/57.1%	50.8%	N/A	50.8% or >
American Indian/ Alaskan Native	0	50.8%	*	*
Hispanic/Latina	3	50.8%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for all students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	6/1.7%	312	*	*
American Indian/ Alaskan Native	1/0.3%	312	*	*
Hispanic/Latina	2/0.6%	312	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Natives and Hispanic/Latina students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4.The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *African American*, *American Indian/Alaskan Native* and *Hispanic/Latina* in comparison to White students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	5	1	6
American Indian/ Alaskan Native	3	1	4
Hispanic/Latina	0	1	1

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	15	1	16
American Indian/ Alaskan Native	3	1	4
Hispanic/Latina	1	1	2

1. Action Steps:
    a.Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation) for diverse students.
      i.The CARES Project

<u>Workforce Diversity</u>
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.

> 1.The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.

> 2. The KCTCS plan focus on African Americans. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy.

> 3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
Southeast CTC				
African American	0	0.0%	*	*
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Faculty	1,886			
Southeast CTC				
African American	3	0.16%	4.72%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
ALL KCTCS Professional Staff	929			
Southeast CTC				
African American	3	0.32%	7. 00%	8
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

> 4. Action Steps:
> > a. Employee Recruitment Plan

> b. Staff Professional Development

Campus Climate

Goal: A campus environment that builds and respect an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

> 1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at Southeast CTC to foster an open campus climate that is welcoming to all. The CET consists of 5 staff, and 5 faculty.
> **Finding**: This measure addresses the policy requirement.

Southeast CTC will measure success by conducting campus climate surveys of students and employees.

Student Body Diversity

Goal: Student body diversity that reflects the diversity of the Commonwealth or the institution's service area.

1. Based on 2010 Census Bureau demographic data the KCTCS will establish targets for the largest ethnic minority groups in the area of geographic responsibility *African American, American Indian/Alaskan Native* and *Hispanic/Latina*. Native Hawaiians/Pacific Islanders are not significantly represented in the AGR. When base numbers were omitted, Council staff provided a base from which to measure progress. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.

2. Establish and monitor targets that assist KCTCS with achieving representation of the diverse population among the student body. **Finding**: The KCTCS plan includes targets for undergraduate head count enrollment that closes the gap between representation within the KCTCS community and the current representation in the student body as follows:

West Kentucky CTC	2010 Baseline	% of Enrollment Cluster	2015 Target
African American	598/8.6%	6.7%	603
American Indian/ Alaskan Native	34/0.5%	0.2%	*
Hispanic/Latina	141/2.0%	2.0%	146

   *While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

   3. Action steps:

> a. Maintain and/or enhance current recruitment and retention initiatives that promote access, such as:
>   - i. Diversity Student Recruitment Plan
>   - ii. *Super Sunday*
>   - iii. We Care Program
>   - iv. Culturally Responsive Student Experiences

Student Success (closing the gaps)

Goal: Ensure more ethnic minority students complete college with the skills and abilities to be productive, engaged citizens by increasing the completion rates at all levels and close achievement gaps, particularly for underrepresented minorities, underprepared and lower-income students.

1. The KCTCS plan establishes targets to close the retention, graduation and degree award gaps for the *African American* population. **Finding**: The plan addresses the minimum requirement that the student body reflect the diversity of the service area.
2. The goal of KCTCS is to reduce and eventually eliminate the gap in retention (1st to 2nd year) for all students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Retention	2009-10 Base	Whites	Gap	Target
African American	38/23.7%	48.6%	24.9%	48.6%
American Indian/ Alaskan Native	2	48.6%	*	*
Hispanic/Latina	8/37.5%	48.6%	11.1%	48.6%

*While the institution did not establish a target for American Indian/Alaskan Native students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

3. The goal of KCTCS is to increase the graduation rate for *all* students. **Finding**: The plan includes targets and strategies to close the performance gaps among *all* students.

Graduation Rate	2010 Base	White	Gap	Target
African American	27/5.8%	314	*	*
American Indian/ Alaskan Native	1/0.2%	314	*	*
Hispanic/Latina	3/0.7%	314	*	*

*While the institution did not establish a target for *African American*, American Indian/Alaskan Native and *Hispanic/Latina* students, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. The goal of KCTCS is to increase associate degrees and credentials awarded per academic year, eventually eliminating the gap in degrees awarded between *African American, American Indian/Alaskan Native* and *Hispanic/Latina* students in comparison to White students. **Finding**: The plan provides targets and strategies to close the performance gaps among *all* students.

Associate Degrees Conferred	2009-10 Base	Gap	Target
African American	13	4	17
American Indian/ Alaskan Native	0	1	1
Hispanic/Latina	6	2	8

ALL Credentials Conferred	2009-10 Base	Gap	Target
African American	96	9	105
American Indian/ Alaskan Native	2	1	3
Hispanic/Latina	25	2	27

1. Action Steps:
   a. Create and execute a targeted outreach plan that engages students and strengthens the educational pipeline (enrollment, retention, transfer, matriculation and graduation for diverse students.
      i. ESL/Family Literacy/GED Programs
      ii. Change Makers Partnership Training

Workforce Diversity
Goal: To accomplish the compelling governmental interest in the educational benefits that accrue from having both a diverse faculty and diverse student body, including improved learning environments, greater cross-racial understanding, and the breakdown of racial and ethnic stereotypes.
   1. The KCTCS produces annually an affirmative action plan for employment based on technical regulatory standards established by federal executive order 11246, as amended, and administered by the U S Office of Federal Contract Compliance Programs. **Finding**: The workforce diversity plan uses one of the titles listed in the Postsecondary Diversity Policy to establish targets.
   2. The KCTCS plan focus on African Americans, Hispanic/Latina, and American Indian/Alaskan Native. Three workforce categories are specified: Faculty, Professional staff, and Executive/Administrative/Managerial (per the diversity policy) as the primary focus. **Finding**: The plan addresses the minimum requirement as specified by the policy. 3. The KCTCS affirms its commitment to devise, implement and communicate procedures to ensure the inclusion of qualified applicants, as well as the retention of existing diverse administrators, faculty, and staff. **Finding**: The plan complies with the requirements of the policy.

Employment Category	Total Employed	2010 Base	Gap	2015 Target
ALL KCTCS Exec/Admin/Mgr	215			
West Kentucky CTC				
African American	2	0.93%	4.22%	7
Hispanic/Latina	*	0.0%	*	*
American Indian/Alaskan Native	1	0.47%	4.69%	*
ALL KCTCS Faculty	1,886			
West Kentucky CTC				
African American	5	0.27%	6.52%	10
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*
Professional Staff	929			
West Kentucky CTC				
African American	8	0.86%	4.85%	13
Hispanic/Latina	0	0.0%	*	*
American Indian/Alaskan Native	0	0.0%	*	*

*While the institution did not establish a target for American Indian/Alaskan Natives and Hispanic/Latina employees, the policy evaluation process requires an institution to receive a net plus 1 gain to receive credit, which may equate to a +5 over the 5-year period.

4. Action Steps:
   a. Diversity Leadership Development
   b. KCTCS Fellows

Campus Climate

Goal: A campus environment that builds and respect an inclusive community of people with varied human differences and world views that honor and respect those differences in a safe, supportive, and nurturing environment for living, learning and working. Promote and enhance diversity and inclusion and monitor policy implementation with the intent to reduce the number of incidents of bias.

1. The Diversity Committee serves as the primary policy advisory group on issues of diversity and racial equality at West Kentucky CTC to foster an open campus climate that is welcoming to all. The CET consists of 8 staff, 9 faculty, and 1 student.

Finding: This measure addresses the policy requirement.

West Kentucky CTC will measure success by conducting campus climate surveys of students and employees.

Next Steps

- KCTCS submit a revised diversity plan for review by the CPE Consensus Review Committee.
- Review by CPE Consensus Review Committee.
- Review and comment by CEO.
- Action by the KCTCS Board of Regents.

- CPE review and action on the Institutional Diversity Plan.
- Implementation of the Institutional Diversity Plans.
- First plan evaluation will occur in 2012.